

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

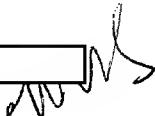
DD/0 10-C8361

Instructor Training Course for Technical Services Division Personnel at [REDACTED] 25X1				
FROM:	EXTENSION	NO.		
Chief, Instructor Training Branch	[REDACTED]		25X1	
TO: (Officer designation, room number, and building)	DATE		COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)	
	RECEIVED	FORWARDED	OFFICER'S INITIALS	
1. Chief, Instructional Support Staff	2/4	2/5	CH	One student was on sick leave the last day of the course and we have not received his Course Critique yet.
2. OATR			MF	
3. Director of Training (info)			PC	
4. DTR	2/25	HC		3 to 5 + 7: For info. you might want to glance through this example of OTR's effort to help out in the training conducted outside OTR.
5. DDS		Marie		HC
6.				
7. ExDir				
8.				
9. DDS				
10. OTR				
11.				
12.				
13.				
14.				
15.				

**SECRET**

- 2 MAR 1970

25X1

NOTE FOR: Mr. Coffey via Mr. [redacted]   
SUBJECT : "Teaching Teachers"

25X1

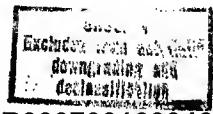
1. In reviewing the report of OTR on the instructor training course for TSD people at [redacted] you requested that I dig out the background on the DDCI's and Executive Director's question as to how we "teach teachers."
2. General Cushman's question was apparently relayed orally by Colonel White. It is reflected in a memorandum from the DD/S to DTR on 5 November 1969 (Attachment 1). It was the subject of a memorandum from DTR to DD/S on 17 November 1969 which was sent up to General Cushman who initialed it (Attachment 2). As far as I can tell from our records this memorandum completed action on the inquiry.

25X1

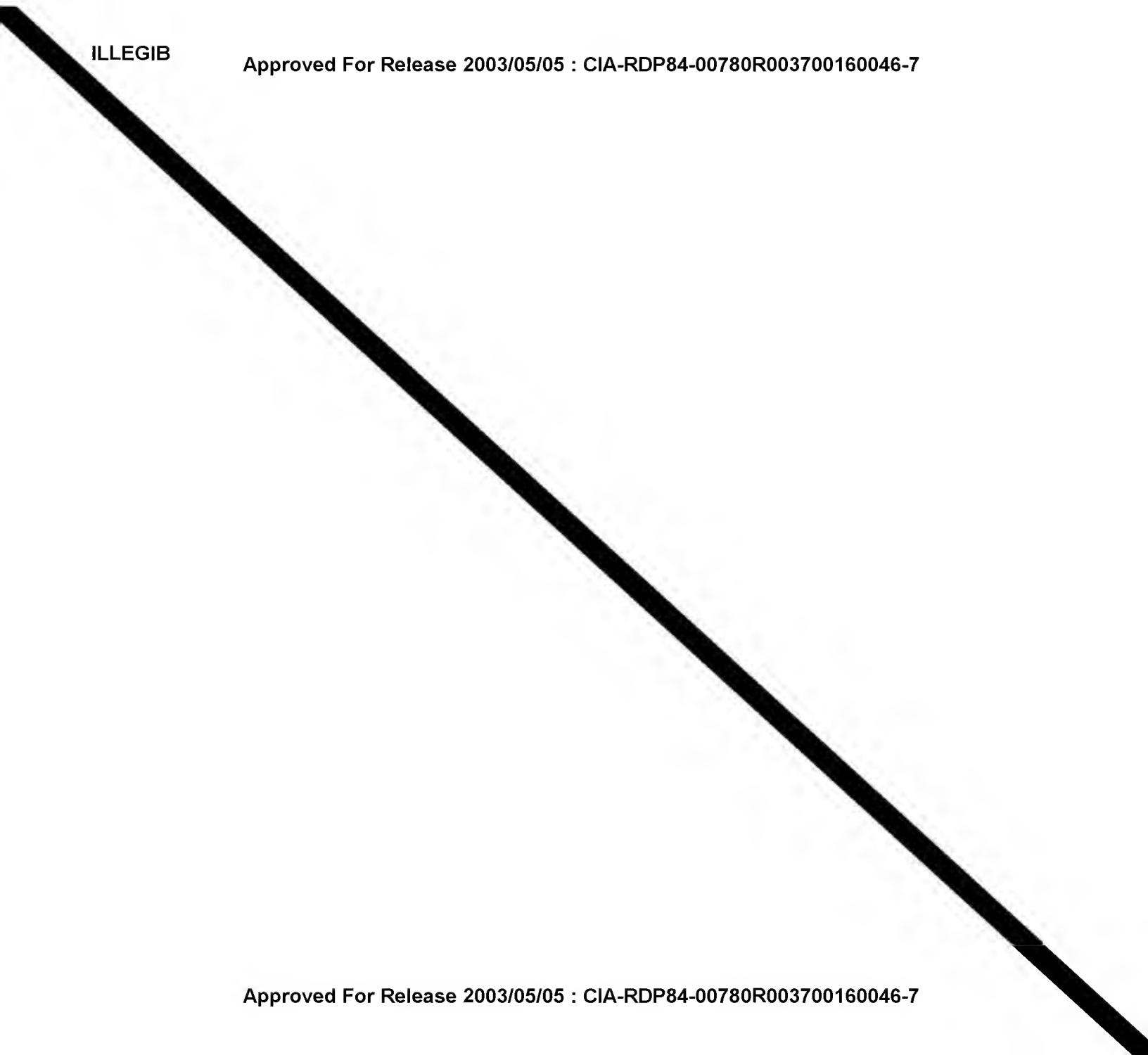


2 atts w/basic memo

**SECRET**



ILLEGIB



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TRANSMITTAL SLIP 26 FEB 1970

TO:	Mr. Coffey	
ROOM NO.	BUILDING	

REMARKS:

I understand that the DDCI was at one time interested in what we do to teach our teachers to teach. This may have <sup>bcc</sup> DTR's motivation for forwarding it to DD/S and Executive Director.

Notwithstanding, I recommend that you initial off for DD/S and return it to OTR. There is not a great deal of interest in the report and we have too much paper flowing now.

FROM:

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DD/S 69-5005

5 NOV 1969

RECORDED 11/5/69  
FILE Training 6.

MEMORANDUM FOR: Director of Training

Hugh:

In reference to the memorandum from the Executive Director dated 28 October 1969 reference questions raised by the Management Advisory Group on the training of supervisors and personnel management, an additional question has been raised for you to answer. The Deputy Director in reviewing the OTR Annual Report was quite impressed but did ask the following question: Does OTR have a course or program on how to be an instructor? I know you have various means of training and preparing your instructors but presumably you do not have any formal course. Please also answer this question in reply to the Executive Director's memorandum of 28 October 1969.

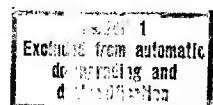
SIGNED R. L. Bannerman  
R. L. Bannerman

DD/S:RLB:ksb (5 Nov 69)

Distribution:

Orig - Adse  
X - DD/S Subject w/background  
1 - DD/S Chrono

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5 December 1969

Mr. Bannerman:

STAT  called me on some

routine suspense items which I took care of  
all except one. She says that Colonel White is  
still looking for something on "Better Bosses".  
I don't know who is doing what on this.

?

Miriam

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69-4892

Executive Registry  
69-5350

28 October 1969

MEMORANDUM FOR: Deputy Director for Support

Bob:

When I met with the Management Advisory Group recently, one topic of discussion was the training of supervisors in personnel management, which the Group considers a prime area of weakness. They feel that no adequate program exists to prepare an officer to be a supervisor; that, when a person becomes a supervisor and periodically thereafter, he should be given a course specifically tailored to his new duties; and that other frequent courses or seminars should be established on specific areas of a supervisor's responsibilities.

In this connection, on 21 May at the Director's request I asked Hugh Cunningham to examine our training courses to see what we can grind into them to teach our people to be "better bosses." I should appreciate your advising me what has been done about this.

[Redacted]

L. K. White

25X1

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Excluded from automatic  
downgrading and  
declassification

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**Next 1 Page(s) In Document Exempt**

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MANAGEMENT (1 week - all day)

For officers in Grades GS-11 through GS-14.  
Examines current thinking in managerial style as it relates to communication, employee motivation, and work performance. Exercises in team-action problem-solving are used to provide students an opportunity to apply the concepts and principles covered.

Given in Magazine Building.

No other prerequisites.

SUPERVISION (1 week - all day)

For employees in grades GS-5 through GS-10 who have supervisory responsibilities.  
Explores current thinking on the role of the supervisor in terms of personnel behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting experiencing and examining interteam and intrateam skills and activities.

Given at Magazine Building.

No other prerequisites.

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17 NOV 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Instructor Training

REFERENCE : OTR's Annual Report on Agency Training

Concerning General Cushman's inquiry as to instructor training in the Office of Training:

Since mid-September of this year the Office of Training has had a formal course in Instructor Training which is available to personnel teaching in OTR or in any other component of the Agency. The course is, ordinarily, an eight-day program, but it can be tailored to meet a specific need of a single instructor or a group of instructors.

The formal course is an outgrowth of the establishment in March 1969 of the Instructor Training Branch (ITB) within the Instructional Support Staff. At the time the Branch was established, its present Chief [redacted] where as Chief, Training Support and Technical Branch, he worked with CS officers assigned to Operations Training on improving their teaching techniques. (In February he was made available to the Office of Communications in response to a requirement for a course for instructors at the [redacted])

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[redacted] Now at OTR Headquarters his responsibilities are directed solely to improvement of instructors. It is intended also that he will be available to assist School Chiefs

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who are monitoring component training when it is mutually agreed that component instructors need guidance in teaching method, including the application of the new educational technology.

Requirements have been levied on the Branch for the next few months. In early December there will be a course for NPIC instructors; in mid-January another for instructors at [redacted]. A course for instructors at Headquarters, OTR, three of whom have recently joined the Management Training Faculty, is being negotiated for sometime before Christmas. Meanwhile, dates have been set aside for follow-up meetings with instructors who have already had some or all of the formal course.

[redacted]  
HUGH T. CUNNINGHAM  
Director of Training

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## ROUTING AND RECORD SHEET

DD/S 69-4629

SUBJECT: (Optional)

Executive Registry

Report of Training within OTR and the Directorates, FY 1969

69-4629

FROM:		EXTENSION	NO.
Acting Director of Training 819 Glebe			DTR-4031
TO: (Officer designation, room number, and building)	DATE		DATE
	RECEIVED	FORWARDED	10 October 1969
1. Deputy Director for Support	23 OCT 1969	R	STAT
2.		7	
3. Executive Registry 7 E 12, Hqs.	10/23/69	XK	
4.			
5. Executive Director-Comptroller	10/23	10/30 LRU/611	
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15.			

1 to 5:

Attached is the Annual Report of Training within OTR and the Directorates for FY 1969, which represents the first collective effort of OTR and the Directorates to undertake a critical review of the size, scope and cost of component training. I believe that the report reflects an important accomplishment by OTR in exercising DTR's Agency-wide role and responsibilities. OTR is further extending its interaction with other components responsible for training courses and expects in the next annual report to provide a broader and better evaluation of non-OTR training than has been possible in the attached.

R. L. Bannerman

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